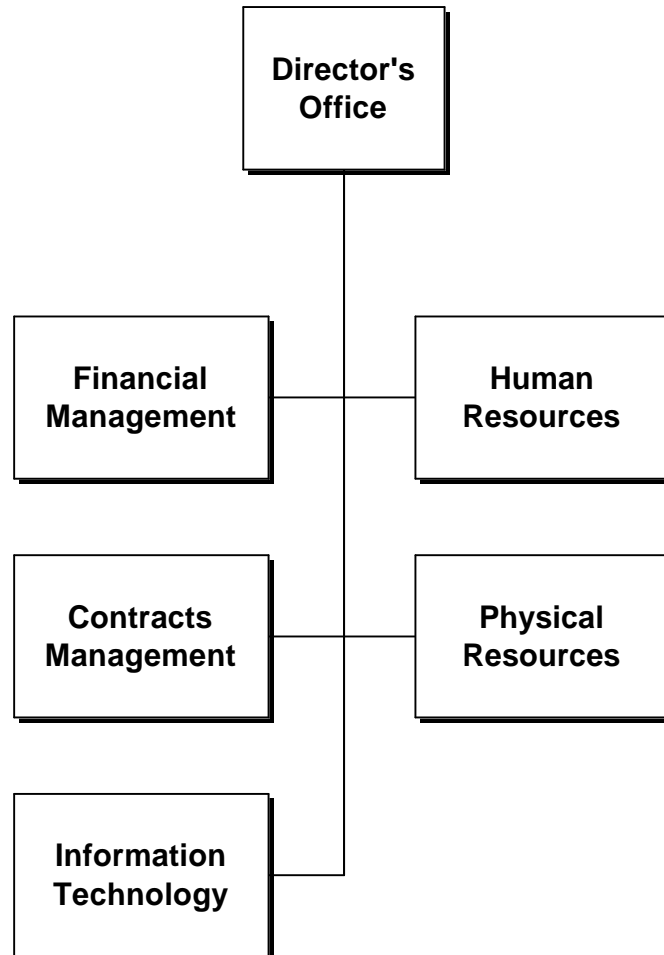


DEPARTMENT OF ADMINISTRATION FOR HUMAN SERVICES



DEPARTMENT OF ADMINISTRATION FOR HUMAN SERVICES

Agency Position Summary

164 Regular Positions (-29) / 162.5 Regular Staff Years (-29.0)

Position Detail Information

OFFICE OF THE DIRECTOR

1 Director
1 Administrative Assistant IV
2 Positions
2.0 Staff Years

FINANCIAL MANAGEMENT

1 Policy and Information Manager
2 Fiscal Administrators
5 Management Analysts III
6 Management Analysts II
3 Management Analysts I
3 Accountants III
2 Accountants II
3 Accountants I
1 Administrative Associate
2 Administrative Assistants V
4 Administrative Assistants IV
17 Administrative Assistants III
6 Administrative Assistants II 2PT
55 Positions
54.0 Staff Years

HUMAN RESOURCES

1 Policy and Information Manager
6 Management Analysts II
5 Administrative Assistants V
8 Administrative Assistants IV
5 Administrative Assistants III
1 Training Specialist II
1 Administrative Assistant II
1 Administrative Assistant I
28 Positions
28.0 Staff Years

CONTRACTS MANAGEMENT

1 Policy and Information Manager
4 Management Analysts III
14 Management Analysts II (-2)
1 Administrative Assistant III
20 Positions (-2)
20.0 Staff Years (-2.0)

PHYSICAL RESOURCES

1 Policy and Information Manager
2 Accountants III
1 Accountant II
2 Accountants I
2 Management Analysts III
1 Management Analyst I
5 Administrative Assistants V
9 Administrative Assistants IV 1PT
12 Administrative Assistants III
10 Administrative Assistants II
1 Administrative Assistant I
3 Administrative Associates
2 Warehouse Supervisors
1 Warehouse Worker/Driver
2 Gen. Bldg. Maint. Workers I
54 Positions
53.5 Staff Years

INFORMATION TECHNOLOGY

1 Management Analyst IV (1T)
0 Info. Tech. Program Director I (-1T)
0 Internet/Intranet Architect III (-1T)
1 Internet/Intranet Architect II
1 Programmer Analyst IV (-1T)
1 Programmer Analyst III (-8T)
0 Programmer Analyst II (-3T)
1 Programmer Analyst I (-1T)
0 Information Technology Technician II (-3T)
0 Network/Telecomm. Analyst IV (-1T)
0 Network/Telecomm. Analyst III (-6T)
0 Network/Telecomm. Analyst I (-3T)
5 Positions (-28T) (1T)
5.0 Staff Years (-28.0T) (1.0T)

PT Denotes Part-time Positions
(-) Denotes Abolished Positions
(-T) Denotes Positions Transferred to DIT
(T) Denotes Position Transferred from DFS

DEPARTMENT OF ADMINISTRATION FOR HUMAN SERVICES

Agency Mission

The Department of Administration for Human Services promotes excellence in human services delivery by providing quality administrative and management services for the benefit of the community.

Agency Summary					
Category	FY 2002 Actual	FY 2003 Adopted Budget Plan	FY 2003 Revised Budget Plan	FY 2004 Advertised Budget Plan	FY 2004 Adopted Budget Plan
Authorized Positions/Staff Years					
Regular	200/ 198.5	198/ 196.5	193/ 191.5	164/ 162.5	164/ 162.5
Expenditures:					
Personnel Services	\$9,722,305	\$10,546,798	\$10,546,798	\$8,555,273	\$8,487,563
Operating Expenses	1,672,584	1,430,082	1,612,688	1,155,705	1,127,405
Capital Equipment	46,861	27,837	27,837	0	0
Total Expenditures	\$11,441,750	\$12,004,717	\$12,187,323	\$9,710,978	\$9,614,968

Summary by Program Component					
Category	FY 2002 Actual	FY 2003 Adopted Budget Plan	FY 2003 Revised Budget Plan	FY 2004 Advertised Budget Plan	FY 2004 Adopted Budget Plan
Office of the Director	\$1,693,583	\$1,379,890	\$1,398,735	\$1,243,675	\$1,214,268
Financial Management	2,404,151	2,625,956	2,625,956	2,670,609	2,649,635
Human Resources	1,190,490	1,355,296	1,488,293	1,335,385	1,324,870
Contracts Management	1,175,159	1,456,457	1,486,457	1,481,362	1,469,582
Physical Resources	2,591,268	2,777,404	2,778,168	2,723,787	2,702,979
Information Technology	2,387,099	2,409,714	2,409,714	256,160	253,634
Total Expenditures	\$11,441,750	\$12,004,717	\$12,187,323	\$9,710,978	\$9,614,968

Board of Supervisors' Adjustments

The following funding adjustments reflect all changes to the FY 2004 Advertised Budget Plan, as approved by the Board of Supervisors on April 28, 2003:

- ◆ A decrease of \$67,710 reflects reduced funding for the Pay for Performance program. Based on the approved 25 percent reduction, the FY 2004 program will result in reductions in the increases employees will receive based on their performance rating, capping employees to a maximum of 5.25 percent. This adjustment leaves in place the Pay for Performance program in preparation for system redesign for FY 2005.
- ◆ A decrease of \$28,300 for PC Replacement charges based on the reduction in the annual contribution for PC replacement by \$100 per PC, from \$500 to \$400.

The following funding adjustments reflect all approved changes to the FY 2003 Revised Budget Plan from January 1, 2003 through April 21, 2003. Included are all adjustments made as part of the FY 2003 Third Quarter Review:

- ◆ The Board of Supervisors made no adjustments to this agency.

DEPARTMENT OF ADMINISTRATION FOR HUMAN SERVICES

County Executive Proposed FY 2004 Advertised Budget Plan

Purpose

The Department of Administration for Human Services (DAHS) is an agency that meets the administrative needs of Human Services agencies by providing business support to the delivery of services to residents of Fairfax County. The agency's motto is "Supporting Excellence in Human Services". Examples of programs supported by administrative staff include: Welfare to Work; Food Stamps; Protective Services for children and adults; Employment Services; Prevention programs; Adoption; Adult and Aging programs; Head Start; School Age Child Care (SACC); Children, Youth, and Family Services; Alcohol and Drug, Mental Health, and Mental Retardation Services; probation and residential services through the Juvenile and Domestic Relations District Court; Comprehensive Services Act programs; Disease Prevention and Control; Maternal and Child Health Programs; Environmental Health; community-based services provided under the Consolidated Community Funding Pool, Community Services Block Grant, and Community Development Block Grant; FASTRAN; Athletic Programs; and Recreation and Youth Services.

Leadership and coordination support are provided by DAHS to subcommittees of the Human Services Council, particularly in areas related to the Human Services Performance Budget and the annual review and development of recommendations regarding the County Executive's Advertised Budget Plan. DAHS staff is actively involved with countywide Task Forces working on process efficiency, corporate systems, and other facets of County operations. Furthermore, DAHS works with the Department of Systems Management for Human Services and the Department of Housing and Community Development to provide staff support for the Consolidated Community Funding Pool (CCFP), specifically to the Consolidated Community Funding Advisory Committee which oversees the funding award process. Coordination with all Human Service agencies and support for their information technology application requirements has been provided by DAHS.

FY 2004 incorporates a significant information technology reorganization within the County. During FY 2003, County staff conducted an intensive review of the information technology (IT) requirements of Human Service agencies to identify unmet needs and service gaps that have developed over the past few years, as a result of increasing service demands and in increasing reliance on IT.

Staff worked with Agency Directors to identify the unique IT requirements of Human Service agencies, finding an increasing dependence on technology to deliver services and support clients, and significant growth in the complexity of services being provided to citizens and complexity in technology solutions required to provide the services. This has resulted in an increasing number of business applications used in the Human Services area, a dramatic increase in technical equipment deployed, and associated demand for adequate technical support resources to maintain these systems.

The goal was to develop a plan to meet unmet and changing needs, improve service delivery, strengthen the IT strategic focus of Human Services agencies, and refocus resources to build upon economies of scale. The FY 2004 budget proposes a plan that accomplishes this task and leverages County staff resources more efficiently.

To implement this plan, 28 Information Technology positions in the Department of Administration for Human Services are transferred to the Department of Information Technology in an effort to leverage expertise in that area. A small Information Technology staff, including one position transferred from the Department of Family Services, will exist in the Department of Administration for Human Services to provide primarily an interagency, strategic planning and strategic plan implementation function.

DEPARTMENT OF ADMINISTRATION FOR HUMAN SERVICES

The Information Technology section of DAHS is one of six organizational units, including the Office of the Director and five business areas that work closely to form a seamless system of business support for staff and customers. The Office of the Director provides overall guidance for the agency and coordinates the work carried out in the business areas. The Director is a member of the Human Services Leadership Team and works collaboratively to set the organizational goals and objectives, and initiates and maintains partnerships with service areas.

The *Financial Management* area prepares and monitors budgets with expenditures totaling more than \$405 million, including 55 General Fund grants, and performs Accounts Receivable functions for Human Services agencies. Financial staff forecasts and collects revenues from the State and Federal Governments, clients, third-party payers, local jurisdictions and other organizations, that are expected to offset County expenditures by \$144 million. Financial staff works closely with Human Services' management and staff, DAHS' business areas, and County agencies such as the Department of Management and Budget (DMB), Department of Finance, and the Department of Human Resources (DHR), to develop budgets, perform financial monitoring, produce bills and customer account statements, collect revenues, ensure compliance with Federal and State requirements, and identify and pursue opportunities to create business efficiencies and enhance revenue collections.

The *Human Resources* area provides personnel administration support, which includes classification and compensation, payroll, employee relations, employee benefits, and professional development training opportunities to over 3,500 Human Services employees. Staff analyzes agency and program staffing levels and requirements, manages the process of setting priorities for classification actions for Human Services, implements Cultural Diversity plans, and coordinates with DMB and DHR when agencies request dual encumbrances, abolish/establish actions, and position realignments when reorganizations are implemented. Human Resources staff will process approximately 11,500 personnel transactions in FY 2004.

The *Contracts Management* (CM) area supports development and administration of contractual agreements with public and private providers for human services. Staff works with County Human Services' departments to develop programs and mechanisms for an arrangement of services, including competitive solicitations for services. The Contracts Management division administers independent purchases of service activities for client-specific services and oversees all competitive procurements under \$50,000 for Human Services agencies. Staff monitors vendor compliance with performance outcomes and terms of contracts and agreements with County departments. Staff works closely with the Office of the County Attorney, Risk Management, Department of Finance, the Department of Purchasing and Supply Management, and other divisions within DAHS to ensure that contracts conform to legal requirements and accepted standards for purchasing services. Staff offers technical assistance to providers doing business with Fairfax County through development and delivery of training, provider forums, information exchanges, site visits and other supports. In FY 2004, the value of services handled by Contracts Management will be approximately \$135 million, provided via 791 contracts.

The *Physical Resources* area involves a wide range of support services essential to the efficient delivery of services to County residents. The Physical Resources staff oversees 370 facilities, including 50 offices and 320 residential and recreation facilities, as well as 150 vehicles located throughout the County. Additional functions include timely processing of nearly 21,000 transactions for purchasing supplies, materials, and services at a competitive cost; processing nearly 73,000 payments to vendors from whom the County purchases supplies, materials, and services; and maintaining an updated inventory of fixed assets for all Human Services agencies. Staff works closely with the Facilities Management Division to ensure that facilities for Human Services functions are planned to utilize the maximum use of available space and that the facilities are safe and secure for clients and staff. Physical Resources also works with the Department of Purchasing and Supply Management and the Department of Finance to ensure compliance with County policies and procedures for purchasing goods and services, as well as for paying bills.

DEPARTMENT OF ADMINISTRATION FOR HUMAN SERVICES

As noted earlier, beginning in FY 2004, the role of the *Information Technology* area has been redefined. In its new capacity, DAHS Information Technology staff will provide strategic planning for Human Services Information Technology initiatives, will perform business contingency planning for information technology across human services agencies, and will assist Human Services agencies in project definition, planning, project management, and where appropriate, project execution. In addition, Information Technology staff will serve as the Human Services agencies' overall liaison to the Department of Information Technology on continuous service improvements, applications of new technology, and coordination of on-going project needs. In this new role, the focus of the Human Services Information Technology staff will be toward coordinating IT initiatives across Human Services agencies, and defining long and short term projects appropriate to the mission of the agencies and the resources, standards and strategies set forth by the Department of Information Technology.

Key Accomplishments

- ◆ Initiated a Strategic Thinking and Planning Process to further the agency's progress toward becoming a higher-performing organization. Elements of this process include assessment of customer service, benchmarking of practices in other jurisdictions, evaluation of employee feedback through the workforce assessment process, and development of statements of purpose, vision, values, outcomes, and mission for each business area as well as for agency-wide work. By the end of FY 2003, the organization will have an agency-wide strategic plan with performance measures for all business areas.
- ◆ Completed Emergency Response Plans for all Human Services facilities to ensure the protection, safety, and effective evacuation of staff and visitors from the facilities in the case of an emergency. The Emergency Response Plans are a continual "work in progress", being updated to remain current with changes in circumstances that arise in the environment, and changes to facilities.
- ◆ Established a Professional Development Team to assess training needs, develop training curricula, provide continuous coordination, facilitate team-building activities, and evaluate and refine staff development and training programs. This team also coordinates organizational development activities such as workforce assessment and strategic planning.
- ◆ Established a Grants Management Team within the Health Department's Fiscal Office. More than one dozen grants have been awarded to the Health Department in the current year, and additional grant applications and awards are anticipated. These grants require stringent fiscal administration to ensure compliance with program, accounting, and reporting requirements.
- ◆ Completed design and development of a contracts management and request system for use by all Human Services agencies. The Contracts Requests Tracking System allows users to initiate online procurement or assistance requests and provides workload and project information regarding the status of requests. Customers and support staff are able to query the system to obtain data on the life cycle of each contract.
- ◆ Conducted an analysis of services and developed an annual report for the Consolidated Community Funding Pool, for services completed in FY 2002. The annual report documents service delivery for over 14,000 County residents and the leveraging of \$35 million in community funds as a result of County investment in community-based programs.
- ◆ Participated in an inter-agency project team to conduct a self assessment of strengths and capacity of community-based non-profit organizations providing services to Fairfax County residents. This project assessed strengths of 16 areas, including financial management, board and volunteer capacity, strategic planning, and service provision. The project moved to Phase II with implementation of a technical assistance plan for non-profit organizations in specific areas.

DEPARTMENT OF ADMINISTRATION FOR HUMAN SERVICES

- ◆ Researched regulations governing Medicaid, Title IV-E, and insurance to enhance revenue potential. Examined potential applicability of Title IV-E funding streams to Community Services Board, Juvenile Court, and Department of Family Services' programs, and continued examination of processes and methods to maximize revenues.
- ◆ Actively supported participation of DAHS' senior and mid-level managers in programs such as Leading, Educating, And Developing (LEAD), sponsored by the University of Virginia, and the Masters of Public Administration program at George Mason University.
- ◆ Implemented a payment process for the Department of Family Services' Adult and Aging Programs through the automated financial management system known as Harmony. This initiative facilitates maintenance of client-specific financial and program activity to comply with State and County reporting requirements.
- ◆ Implemented a new reporting and invoicing process for community-based organizations. The Contracts Management staff completed design and developed a service-outcome reporting system for Community Funding Pool providers utilizing the Internet. An automated demographic and service reporting function eliminates paper-driven reporting and invoice processing, thereby reducing administrative expenses for non-profit organizations and for County staff supporting contracts administration. The reporting function automates State and Federal reporting for Community Services Block Grant (CSBG) funding. This effort will be expanded to support contracts in the Fairfax-Falls Church Community Services Board.
- ◆ Completed development and implementation of the Community Access Program (CAP), a computer systems application designed to capture eligibility data about underinsured and uninsured populations in Fairfax County. CAP was a partnership effort of DAHS, the Health Department, Department of Family Services, Office of Partnerships, Northern Virginia Community College, and INOVA Health Systems. DAHS and INOVA technical staff also developed a long-term strategy for maintaining the application according to evolving Health Insurance Portability and Accountability Act (HIPAA) regulations and business needs.
- ◆ Developed a systems application to replace a twelve-year-old Athletic Facilities Scheduling System (AFSS) used by the Department of Community and Recreation Services (CRS). CRS provides scheduling of community use of public athletic facilities (fields and gymnasiums) located throughout the County. Full implementation will be completed in by mid-FY 2003, following final user-acceptance testing.
- ◆ Completed development and implementation of a Paratransit Scheduling System to support the Department of Community and Recreation Services' (CRS) FASTRAN transportation system. This system replaces a scheduling system purchased in 1988 that no longer met the agency's operational requirements. FASTRAN provides on-time transit support to participating Human Services programs, including transportation services to persons who are mobility-impaired.
- ◆ Developed a Human Resources/Financial Management database system to meet the financial reporting requirements of the Virginia Department of Social Services (VDSS). This new system, called PAYR, replaces a twenty-year-old process, and enables salary and fringe benefit costs eligible for reimbursement through the VDSS to be captured accurately, timely, and in a less labor-intensive manner. Each payroll is downloaded into PAYR and the information is organized into a format listing reimbursable and non-reimbursable costs by program. This information is then entered each month into a State computer system in order to claim reimbursement.
- ◆ Implemented the initial phase of an Electronic Funds Transfer (EFT) project. The EFT project allows Child Care Assistance Program (CCAP) vendors that receive regular payments from the County the option to receive payment via direct deposit in lieu of a check. Currently, 92 day-care centers participate in EFT.

DEPARTMENT OF ADMINISTRATION FOR HUMAN SERVICES

FY 2004 Initiatives

- ◆ Develop and implement action plans linking agency performance measures and employee goals, as part of the Strategic Thinking and Planning Process, to further the agency's progress toward becoming a higher-performing organization. This phase of the project focuses upon identifying actions required to achieve strategic plans that include performance measures for all business areas.
- ◆ Work with Human Service agencies to provide strategic planning for Human Services Information Technology initiatives, under the new alignment of information technology resources and staff between DAHS and the Department of Information Technology outlined above. The goal is to meet unmet and changing needs, improve service delivery, refocus resources to build upon economies of scale, and strengthen an IT strategic focus.
- ◆ Continue active support of participation of DAHS' senior and mid-level managers in programs such as Leading, Educating, And Developing (LEAD), sponsored by the University of Virginia, and the Masters of Public Administration program at George Mason University.
- ◆ Continue updating Emergency Response Plans and holding response drills for all Human Services facilities to ensure the protection, safety, and effective evacuation of staff and visitors from the facilities in the case of an emergency. The Emergency Response Plans are a continual "work in progress", being updated to remain current with changes in circumstances that arise in the environment, and changes to facilities.
- ◆ Research regulations governing Medicaid, Title IV-E, and insurance to enhance revenue potential. Examined potential applicability of Title IV-E funding streams to Community Services Board and Department of Family Services' programs, and continue examination of processes and methods to maximize revenues.
- ◆ Expand the Electronic Funds Transfer (EFT) project to include family day-care providers and providers from the Child and Adult Care Food Program. EFT allows providers (vendors) that receive regular payments from the County the option to receive payments via direct deposit in lieu of a check.

FY 2004 Budget Reductions

As part of the FY 2004 Advertised Budget Plan, reductions totaling \$497,057 and 2/2.0 SYE positions are proposed by the County Executive for this agency. These reductions include:

- ◆ Reduction of \$364,057, including 2/2.0 SYE positions and the management of vacancies, to realize greater efficiencies in staff resources within the agency. Vacated positions will need to be held open between 2 to 5 months, and the Human Resources Business Manager Position will continue to be held open for at least 6 months which may result in delays in one or more of the Business Areas.
- ◆ Reduction of \$88,000 in temporary salaries at the warehouse, which have supported the response to Human Service agencies including the Department of Community and Recreation Services and the School Age Child Care Program, for not only storage, but also acceptance of supply shipments, breakout of supplies by program site, and timely delivery. Some decrease in response time is expected as a result of this reduction.
- ◆ Reduction of \$25,000 in training, requiring a reduced level of staff development in FY 2004. Training funds had previously been halved to meet the current budget year requirements.

DEPARTMENT OF ADMINISTRATION FOR HUMAN SERVICES

- ◆ Reduction of \$10,000 in overtime, resulting in the need for the agency to carefully manage employee time and to limit overtime to the most needed situations. A large portion of agency overtime is currently used for the delivery, setup, and securing of the Showmobile used at evening and weekend functions.
- ◆ Reduction of \$10,000 in printing and binding. More print jobs will be shifted in-house if it is demonstrated that costs can be saved, or the size and scope of documents printed by the various Human Service agencies will need to be limited.

Performance Measurement Results

The percent of accounts receivable collected is based on the collection rate of State and Federal funds, client and program fees, third-party payments, and expenditure reimbursements. In Fiscal Year 2002, \$150,598,186, or 99.7 percent, of projected accounts receivable in Human Services, were collected. In Fiscal Years 2003 and 2004, it is anticipated that at least 98.0 percent of accounts receivables will be collected.

The percentage of contracts completed by the due date was 75 percent. This percentage has been maintained over the last two years, and is expected to be maintained in FY 2004.

Funding Adjustments

The following funding adjustments from the FY 2003 Revised Budget Plan are necessary to support the FY 2004 program:

- ◆ An increase of \$607,975 in Personnel Services primarily associated with salary adjustments necessary to support the County's compensation program for existing staff.
- ◆ A decrease of \$2,137,443 in Personnel Services associated with the Human Services Information Technology reorganization, which includes the transfer of 28/28.0 SYE information technology positions to the Department of Information and Technology.
- ◆ A decrease of \$462,057 in Personnel Services, including 2/2.0 SYE positions and the management of vacancies, reduced overtime and reduced limited term funding, as part of reductions made by the County Executive.
- ◆ A decrease of \$35,000 in training and printing costs, as a result of reductions made by the County Executive.
- ◆ A decrease of \$219,830 in Operating Expenses associated with 28/28.0 SYE information technology positions moved from this agency to the Department of Information Technology, where they will continue to support Human Services programs.
- ◆ A decrease of \$202,153 in Operating Expenses due to the one time carryover of \$182,606 in FY 2002 funding into FY 2003, and the PC replacement program redesign.

The following funding adjustments reflect all approved changes to the FY 2003 Revised Budget Plan since passage of the FY 2003 Adopted Budget Plan. Included are all adjustments made as part of the FY 2002 Carryover Review and all other approved changes through December 31, 2002:

- ◆ An increase of \$182,606 in Operating Expenses for encumbered carryover.
- ◆ A decrease of 1/1.0 SYE Management Analyst II position which was redeployed to the Department of Systems Management for Human Services, for the support of the Strengthening Neighborhoods and Building Communities Program.

DEPARTMENT OF ADMINISTRATION FOR HUMAN SERVICES

- ◆ A decrease of 2/2.0 SYE administrative positions which were redeployed to the Office of Public Affairs to support access to the new South County Governmental Center, which opened in April 2002. These positions will staff the South County information desk, which responds to the needs of approximately 1,000 citizens a day who visit this site as well as provides support to the community conference area.
- ◆ The County Executive approved a redirection of positions resulting in a transfer of 2/2.0 SYE positions from this agency, including 1/1.0 SYE position to Agency 71, Health Department to support the Long-Term Care Task Force and 1/1.0 SYE position to Agency 25, Department of Public Works and Environmental Services/Business Planning and Support to support technology requirements of the Department.

Performance Measures

Objectives

- ◆ To maintain the collection rate of funds due to the County's Human Services (HS) agencies (e.g., State and Federal funding, client and program fees, third party payments, expenditure reimbursements, etc.) at or greater than 97 percent.
- ◆ To maintain the total net year-end budget balances in General Fund Human Services departments and agencies at no greater than 1 percent.
- ◆ To maintain the monthly average of successfully completed Customer Service Requests (CSR) within one week of initial call to the Human Services Help Desk at 90 percent over a 12-month period. (Reflects historical goal only since many components of the information technology function are being shifted into the Department of Information Technology as part of the FY 2004 reorganization of this area).
- ◆ To achieve a 75 percent success rate for arrangement of contractual services within specified deadlines.
- ◆ To complete 80 percent of requests for service for those customers giving 24-hour written notice to the Human Services Warehouse within the time frame needed by the customer.
- ◆ To pay 95 percent of invoices for goods and services within 30 days of receipt of invoice from vendor.

DEPARTMENT OF ADMINISTRATION FOR HUMAN SERVICES

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2000 Actual	FY 2001 Actual	FY 2002 Estimate/Actual	FY 2003	FY 2004
Output:					
Accounts receivable collected	\$138,494,765	\$138,917,957	\$143,480,636 / \$150,598,186	\$150,995,917	\$150,995,917
Actual net budget balances (expenditures less revenues)	\$1,114,135	\$2,094,950	\$2,094,950 / \$2,531,698	\$2,531,698	\$2,531,698
Average CSR's completed per month (1)	1,375	1,414	1,414 / 1,450	1,450	NA
Total contracts established: New contracts	224	300	300 / 269	269	269
Total contracts established: Renewal contracts	295	316	285 / 301	301	301
Total contracts established: Ongoing contracts	308	224	200 / 221	221	221
Warehouse service requests completed	720	738	720 / 721	721	721
Invoices paid	63,869	71,356	71,500 / 72,116	73,000	73,000
Service Quality:					
Percent change in accounts receivable	9.4%	0.5%	0.5% / 8.0%	3.0%	3.0%
Percent of net unspent budget balances	99.5%	99.4%	99.0% / 98.1%	99.0%	99.0%
Percent of customers satisfied with DAHS IT services (1)	99.5%	98.1%	99.0% / 99.1%	99.0%	NA
Contract completion rate	100.0%	100.0%	100.0% / 100.0%	100.0%	100.0%
Percent of requests to DAHS warehouse completed in timeframe needed by customer (2)	98.0%	99.0%	99.0% / 99.0%	99.0%	80.0%
Percent of payments to vendors completed in 30 days of receipt of an invoice	94.2%	94.3%	94.0% / 94.2%	95.0%	95.0%

DEPARTMENT OF ADMINISTRATION FOR HUMAN SERVICES

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2000 Actual	FY 2001 Actual	FY 2002 Estimate/Actual	FY 2003	FY 2004
Outcome:					
Percent of account receivables collected (3)	109.4%	97.5%	97.0% / 99.7%	98.0%	98.0%
Net end-of-year budget balances (expenditures less revenues)	0.5%	0.6%	1.0% / 1.9%	1.0%	1.0%
Percent of DAHS IT service requests completed within 7 days of receipt of request (1)	80.6%	93.3%	90.0% / 96.8%	90.0%	NA
Percent of contracts completed by due date	73.0%	75.0%	85.0% / 75.0%	75.0%	75.0%
Percent of requests to DAHS warehouse completed in customer's timeframe (2)	98.8%	99.0%	99.0% / 99.0%	99.0%	80.0%
Accounts payable 30-day payment rate	94.2%	94.3%	94.0% / 94.2%	95.0%	95.0%

(1) As a result of the reorganization of Human Services Information Technology in FY 2004, and the shift of human services IT staff and multiple IT functions into the Department of Information and Technology, this indicator will no longer reflect activities of DAHS in FY 2004.

(2) As a result of the FY 2004 County Executive reduction of \$88,000 in temporary salaries supporting warehouse operations, a longer timeframe than needed by the customer will be required to complete some of the services previously offered, including storage, separation and packaging of supplies for multiple program locations, and delivery.

(3) The 109.4 percent actual account receivables collection rate in FY 2000 was due to the collection of receivables for services provided in FY 2000, as well as past-due amounts from services provided in the prior year.